Kaizen Event Report-Out
FOIA Process Improvement

20 – 23 FEBRUARY 2018

Team Photo

(left to right): _____

U.S. ENVIRONMENTAL PROTECTION AGENCY | OFFICE OF CONTINUOUS IMPROVEMENT

Participants

Role	Name	Function
Executive Sponsor	Kevin Minoli	
Process Owner	Becky Dolph	
OCI Coach	Laura Poole / Tamara Saltman	
Lead facilitator	Greg Sieber	
Co-Facilitator	Barry Angeline	

Role	Name	Function	Name	Function
Team Member	Larry Gottesman	National FOIA Officer	Peter Evanko	ORD FOIA Coordinator – Decentralized Program
Team Member	Wendy Schumacher	National FOIA Program GIS	Stephanie Kercheval	R10 FOIA Officer – Centralized Program
Team Member	Victoria Clarke	FEAT Attorney	Alan Engels	R8 FOIA Officer – Centralized Program
Team Member	Joan Moumbleaux	FEAT GIS	Lisa Price	R6 Deputy Director
Team Member	Jennifer Hammitt	ILPG Attorney	Jessica Wheatley	R5 FOIA Officer – Decentralized Program
Team Member	Lynn Kelly	ILPG Attorney	Gretchen Busterud	R9 DRC
Team Member	Tim Crawford	FOIAonline Manager	Jonathan Lubetsky	OAR FOIA Manager – Centralized Program
Team Member	Brian Thompson	E-Disco Acting DD		

Project Definition (Same as information on the Project A3)

Problem Statement:

EPA uses a decentralized model or processing FOIA requests which relies on a variety of different processes across the agency. Simultaneously, the number of FOIA requests that involve more than one office or region has increased significantly in the last several years; which creates significant burden upon agency staff, results in confusion, increases the risk of litigation, affects timeliness of initial interaction with and final response to requestors, and raises uncertainty regarding the application of FOIA across the agency.

Scope:

The Agency's FOIA response process from initial receipt to final closure of request. This includes review of materials/documents collected, requests for support, and product requirements, E-discovery search and collection services,

Out of Scope:

but excludes litigation and issues involving Agency records management. Appeals to be handled in a later event.

Goal(s): (of the project)

Meet statutory deadlines for responding to FOIA requests on 100% of such requests received by FY22 and maintain no more than 900 pending requests at any one time.
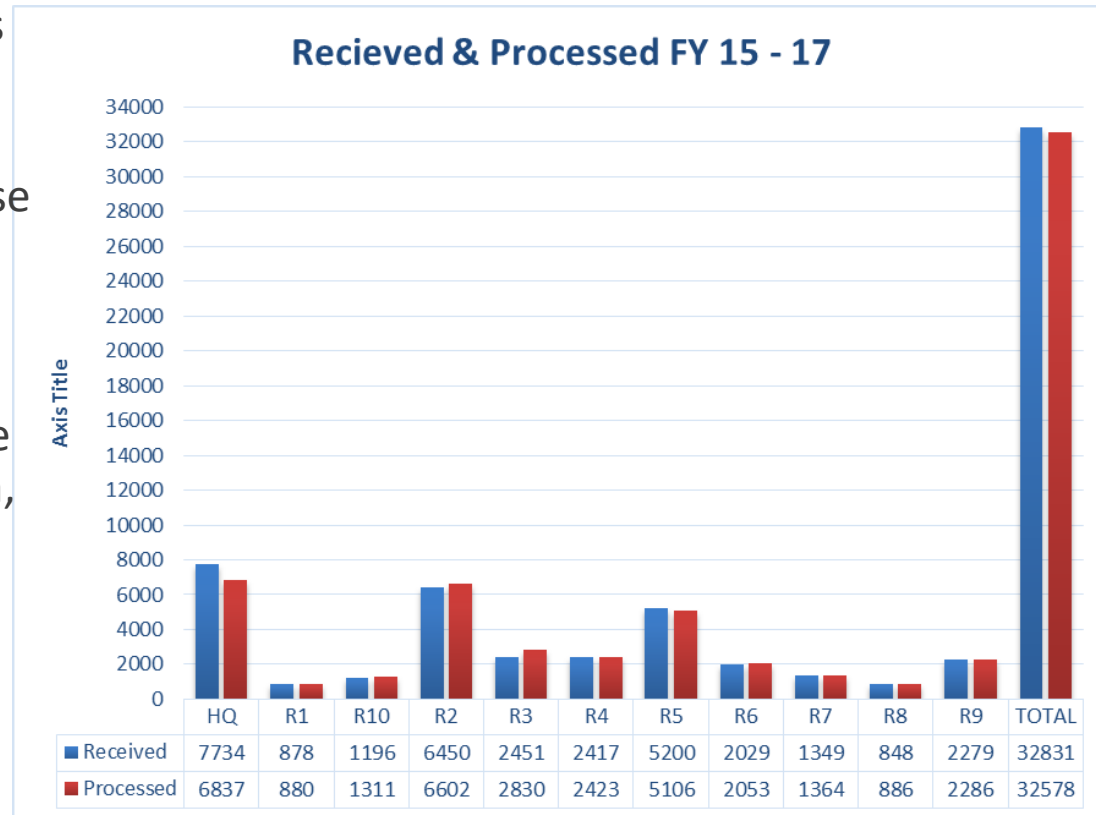
FY19 Target: simple requests – 90% on-time; complex requests – 50% on-time; complex requests w/ agreed upon date – 75% on-time

FY22 Target: simple requests – 100% on-time; complex requests – ~~75%~~ 100% on-time; complex requests w/ agreed upon date – 100% on-time

Key Findings

○ Under normal circumstances, EPA has ability to process FOIA requests on pace with annual load

○ Special circumstances and spikes cause backlogs that build over time

○ High degree of inconsistency in processing

○ Opportunities for improvement at the front of the process (submission form, intake, triage)

○ Opportunities for improvement in streamlining reviews

○ Lack of resources is a concern

○ Disconnected, not user friendly information systems are a problem

○ Increasing the capability of the people will make a big difference

Recieved & Processed FY 15 - 17

	HQ	R1	R10	R2	R3	R4	R5	R6	R7	R8	R9	TOTAL
Received	7734	878	1196	6450	2451	2417	5200	2029	1349	848	2279	32831
Processed	6837	880	1311	6602	2830	2423	5106	2053	1364	886	2286	32578

Daily Activities

DAY ONE	**DAY TWO**	**DAY THREE**	**DAY FOUR**	
Define Value Ideal State	**Analyze**	**Design Sessions**	**Refine and Validate**	**Approve & Implement**

DAY ONE — Define Value Ideal State
- ✓ 9:00 Exec Kickoff
- ✓ Charter Review
- ✓ Expected Outcomes
- ✓ Lean Overview
- ✓ SIPOC
- ❑ Ideal Future State
  - ✓ VOC (incl. statutes)
  - ✓ Performance Goals
  - ❑ CTXs
  - ❑ Process Variants
  - ❑ Reverse engineer ideal future state process map
- ❑ Discuss Current State Process(es) in Comparison to Ideal State
  - ❑ Wait
  - ❑ WIP
  - ❑ Rework
  - ❑ Pending / Queue
  - ❑ Flow
- ❑ Initial Issues Exercise
- ❑ 4:30 Visit

DAY TWO — Analyze
- ✓ Present initial issues analysis
- ✓ Review Annual Report Analysis
- ✓ Affinitize Issues & Create Problem Statements
- ✓ List and Prioritize problems
- ❑ Root Cause Analysis
- ✓ Develop Solutions Via QFD
  - ❑ Address root causes
  - ❑ Relate solutions to goals, Problem Statements, CTXs
- ✓ Revise ideal state to create Future state
- ✓ Process Walk (Waste, WIP, Flow….)
- ✓ Integrate CTXs
- ✓ Constraints
- ✓ Statutes
- ✓ Technologies
- ✓ Controls

DAY THREE — Design Sessions
- ✓ Finish Future State
  - ❑ Cycle Time
  - ❑ Wait Time
  - ❑ Owner
  - ❑ Batch Size
  - ❑ Outputs
- ✓ Break out teams design and implement (start by 1100)
  - ❑ Detailed Future State Process based (modify the ideal state)
    - ❑ Business rules
    - ❑ Instrumentation
    - ❑ Measurements
    - ❑ Metrics/Huddle Board
  - ❑ Information Systems Requirements
    - ❑ Mock ups
    - ❑ Templates
    - ❑ Forms
    - ❑ Trackers
  - ❑ Policies and Manuals
    - ❑ Business Rules
    - ❑ FAQs
    - ❑ Governance
  - ❑ Implementation & Governance Planning

DAY FOUR — Refine and Validate
- ❑ Break Out Teams Continue
- ❑ 12:30PM Teams Brief and Integrate Results
- ❑ Develop Rough Draft Huddle Board
- ❑ 2:00PM Review Leadership Brief
- ❑ 3:00PM Brief Leadership

Approve & Implement
- ❑ POST EVENT
  - ❑ Implement, Train, Validate
  - ❑ Pilot non IT process improvements
  - ❑ Policy and manuals
  - ❑ Develop training
  - ❑ Implement IT changes iteratively with complex process changes
  - ❑ Validate
  - ❑ Establish Process Management/Governance
  - ❑ Brief results and develop success story

Afterward, the team will meet weekly to discuss progress

Current State Process

- Decentralized
- Inconsistent (23 variations)
- Hard to measure
- Pull – Push System
- Wait
  - Caused by Expedites
  - eDiscovery
  - Clarifications
  - Inter-Agency Reviews
  - Awareness Notification
- WIP
  - 4-20 per person
- Rework
  - 5 – 10% Estimate
- R8 and OAR have implemented One Piece Flow
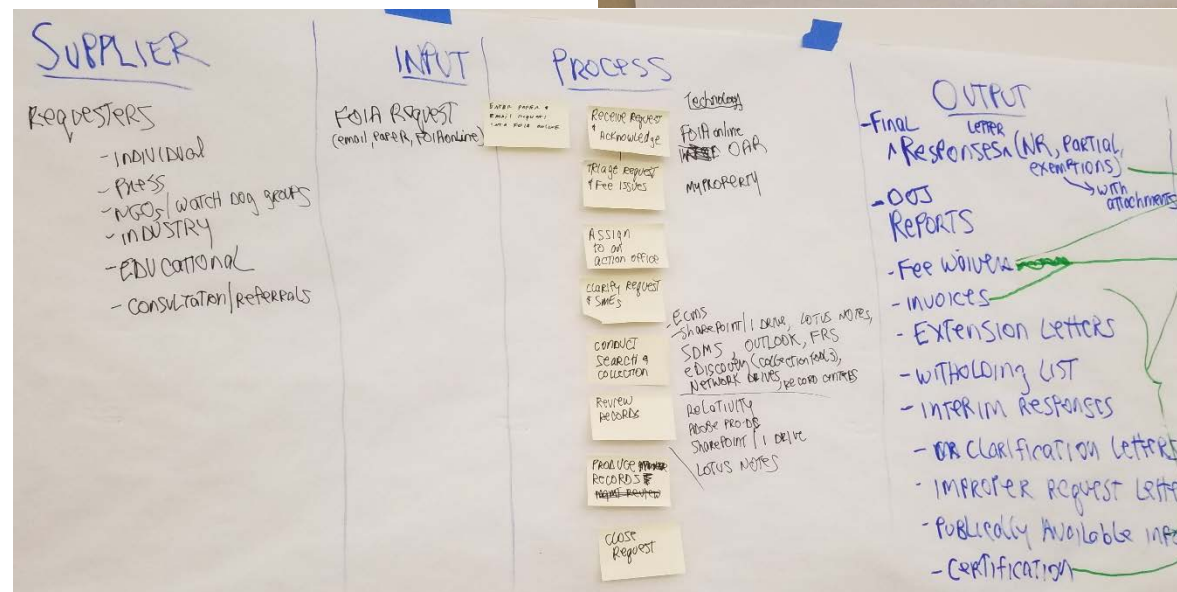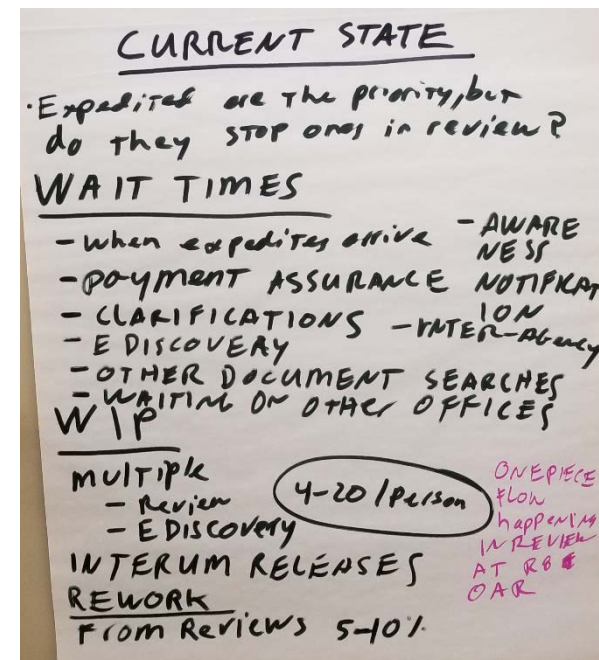
Analysis

- A strategic end to end analysis to discover the full spectrum of problems and solutions
- A top down and bottom up System analysis and design approach was used
- We Developed:
  - 4 Performance Goals
  - 68 Critical to Success Factors
  - >75 Issues
  - >35 Ideas
  - 13 Problem Statements
  - 16 Solutions/Recommendations
  - 8 Quick Wins
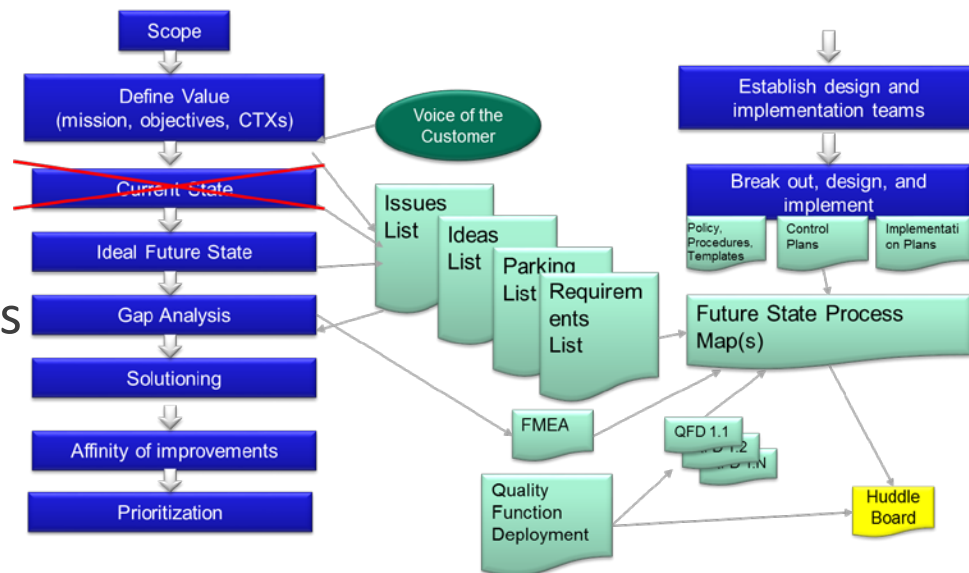
Analysis (cont.)

○ Analysis shows a high number, but balanced portfolio of issues and concerns

Initial Distribution of Root Causes

Category	Value
People & resources	20
Tech	4
Process	8
Inputs	0

Final Distribution of Root Causes

Category	Value
People & resources	27
Tech	11
Process	24
Inputs	3
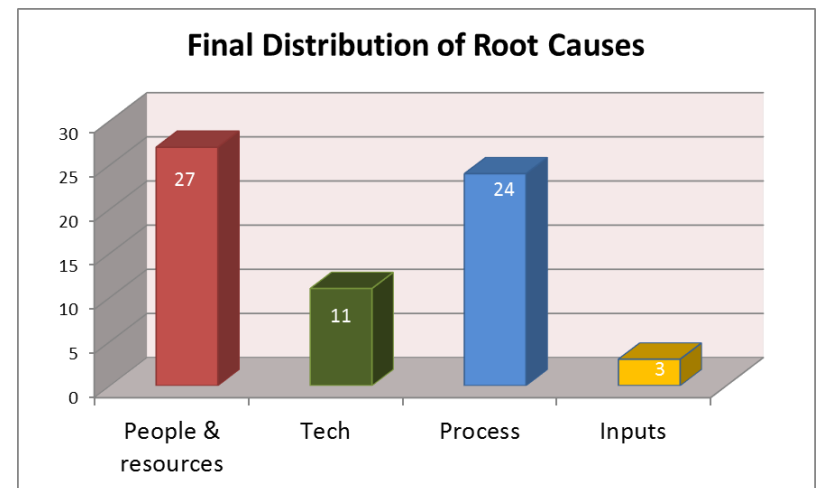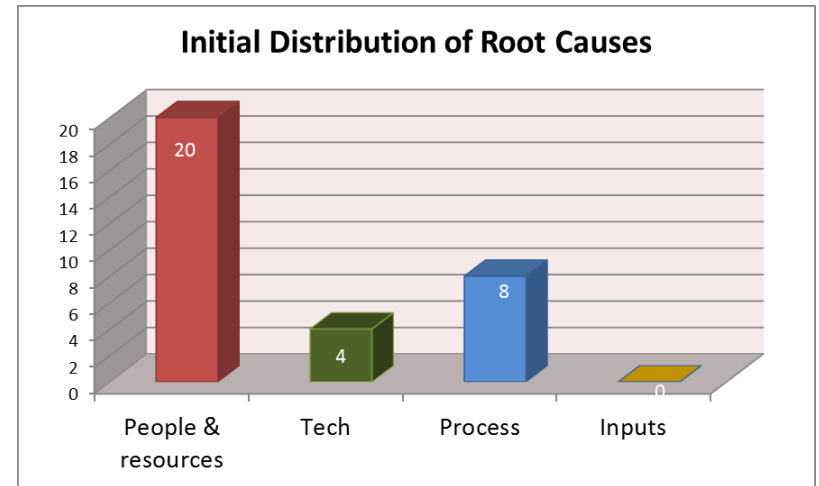
Big Ideas

- Make all non legal emails public by default

- Improve and centralize input, intake, and triage to assign properly and enable rapid review – standardize across EPA

- Implement an automated analysis of key attributes in requests
  - Allow rapid response to certain types: My Property, Previous Request, Improper Request, Publicly Available

- Re-engineer the way reviews are conducted and provide authority needed to assign and get the job done quickly – standardize across EPA

- Create a FOIA Community of Practice to drive continuous improvement of personnel and processes
  - Process review and management
  - Share best practices
  - Train on new systems functionality
  - Celebrate victories

- Implement a robust cross system records management and search capability to drastically reduce the time spent searching for information/documents and reduce risk of litigation

Ideal FOIA Construct

GOALS Critical To Success	Consistently Meet Statutory Deadlines and Minimize Response Times	Minimize Lawsuits and Appeals	Consistent Accurate Response	Optimize Impact on Overall EPA Resources
Process				
Actionable Requests	9			9
Negotiate by Day 20	9	9		9
Handle Similar Requests in a Similar Way	9	9	9	9
Internal Transparency	9		9	9
Responsive in a Usable Format				
Responsive in a Preferred Format				
Easy Way to Find Previous Releases	9		9	9
Knowledge of How EPA Documents Things				
Conduct a Reasonable Search	9	9	9	9
Generate Required Reports				
Rapid Management Approval	9	9	9	9

Why These Solutions

FOIA Process - TOP QFD

Recommendations ➜

#	Recommendation
1	Improve Intake
2	Implement Automated Analysis
3	Improve Records Management
4	Improve Searchability
5	New Online Request Form
6	Improve Awareness Review
7	All Agency email Opt Out on Public Website
8	Improve Inter-agency Review Process
9	Improve Review Process
10	Provide Adequate Resources
11	Improve FOIAonline Functionality/Interoperability
12	Implement FOIAonline Tweaks
13	Change Culture
14	Improve Authority via Policy
15	Develop EPA FOIA Community of Practice
16	Implement FOIA Resource Utilization and Bill…

Enter 1, 3, 5, 9 for strength of relationship in the below cells

Idea or Gap ⬇	Votes	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	VALUE
GOALS																		
Consistently Meet Statutory Deadlines and Minimize Response Times		9																9
Minimize Lawsuits and Appeals																		0
Consistent Accurate Response																		0
Optimize Impact on Overall EPA Resources																		0
PROBLEM AREAS																		
The FOIA request process is inconsistent across the EPA and is heavily reliant upon the people from end to end, resulting in mistakes, inaccuracies, delays, increased legal risk, difficulty in management and tracking, and inhibits optimization of overall EPA resources.	12	9	9	9	3	9	9	1	9	9	9	3	3	3	9			94
The agency FOIA related technologies are either underutilized or not integrated, resulting in processing delays, inconsistent reviews, inefficient use of staff time, and redundant work efforts.	11	3	3	3	9					9	9	9	9		3			57
responsibility, an unwillingness to spend money on required technology, and fear of requests and requesters leading to poor work product, missed deadlines, demoralization, lack of trust and respect for FOIA and personnel and archaic systems technology.	10	1					3		3	3	3			9	3			25
Lack of adequately trained and knowledgeable personnel leads to improper and delayed assignments, compromised work product, and demoralization.	9	1									9			3	1	9		23
Lack of clear roles and responsibilities results in duplication of effort, lack of coordination and prioritization, delays arising from the need to resolve disputes/clarify responsibilities, failure to accept and complete assignment, and unfinished work.	8	3						1		3		1		3	9			20
Lack of FOIA resources (i.e. money, people, and time) result in delays, inconsistencies, inability to hire specialized personnel, an inability to buy and deploy adequate technology, staff demoralization, and lack of public trust.	5	3	3	3	9	3			9		9	9						48
FOIAonline features are not user friendly resulting in low/no quality data inputs (e.g., time, comms, billing costs, admin record, etc.).	4				1	9						9	9	9				37
The record review process requires multi-levels and equities resulting in missed deadlines, reduced public trust, and both increased legal risk and staff waiting.	1		1	3	3	3	9	9	9	9	3	1	1		9			60
Because EPA does not own FOIAonline, all enhancements/changes must go through a change control board resulting in the EPA's inability to adjust its process to make improvements.	0											3	3					6
sometimes prompted by Administrator comments resulting in more complex cases, a higher burden on resources, increased risk, extended cycle times, and decreased morale.	0	1		1		3		3										8
The assigned staff are not adequately demonstrating time and cost resulting in an underestimate of resources dedicated to FOIA processing and insufficient fee charging.	0									3		3	3	3	1		9	22
Lack of standard methods to communicate with requestors results in mismanaged expectations, delays, resource misallocation, legal risk, and poor public perception.	0	9	3			9				3		3	3		1			31
FOIAonline software is geared only for DOJ annual reporting, preventing EPA from collecting, tracking, and data analysis and learning regarding its own process.	0					3						9	9					21
Records management systems are underutilized and staff email practices generate excessive emails, resulting in increased records searches, need for review resources, legal risk, missing deadlines, and inconsistencies.	0	1	3	9	3			3			1	3	3					26
Strength Problems		180	157	150	187	163	155	66	174	291	10	172		177	261	81	0	

Break Out Teams (Optional where appropriate)

- Form, Intake, Triage
- Collection & Review
- Authority via Policy
- Technology

Assignment	Process Phases 1 & 2 Form, Intake, Triage	Process Phases 3 & 4 Collection & Review	Authority Via Policy	Technology	Floaters
Group # **Facilitator**	**Sieber**	**Angeline**			
Members	Jessica	Jonathan	Stephanie	Joan	Laura
	Lynn	Gretchen	Jennifer	Peter	
	Larry	Lisa	Wendy	Tim	
	Victoria	Brian		Alan	

Break Out Team Process

Huddle Board

Issues & Ideas

Implementation Plan

Solution Details

Risks

Tier 2 QFD

Process Teams

VICTORIA CLARKE & GRETCHEN BUSTERUD

Future State Process Map
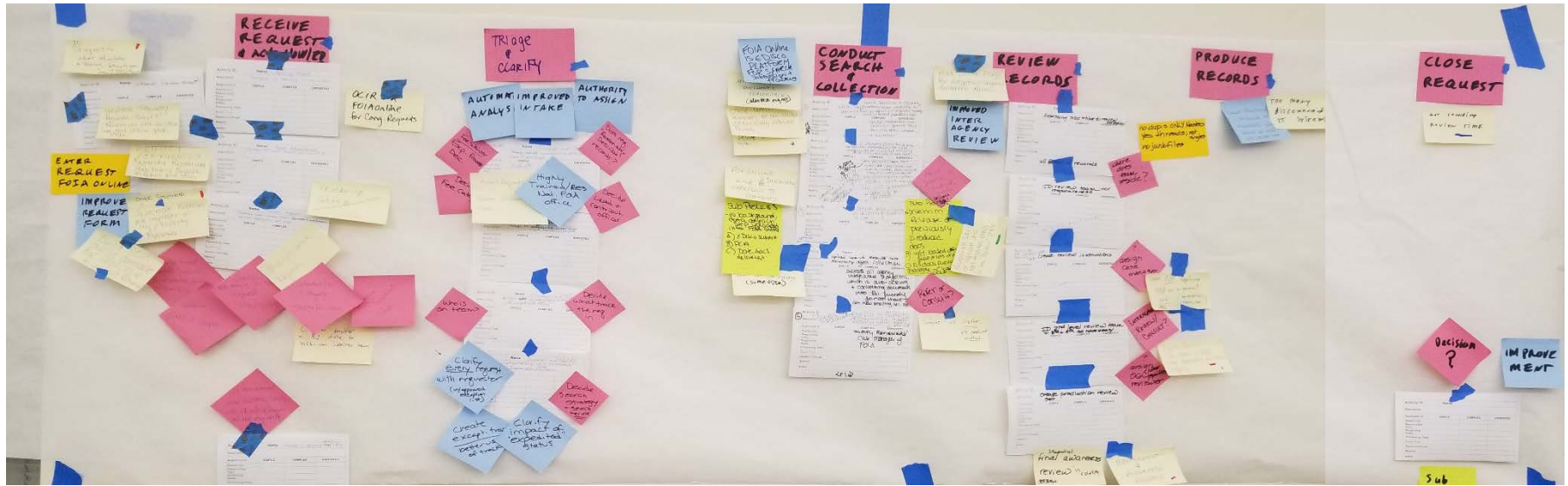
- **Automated Front End**
- **Centralized Intake**
- **Streamlined Reviews**
- **Interim Deadlines**
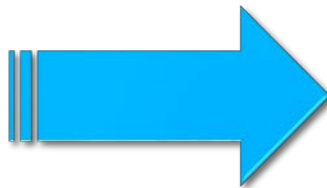
- **Rapid Response to Many Requests**
- **Significantly reduced workload**
- **Improve ability to meet deadlines**
- **Reduction of queues / WIP**

Future State Process Map

Documented Electronically
- Needs clean up
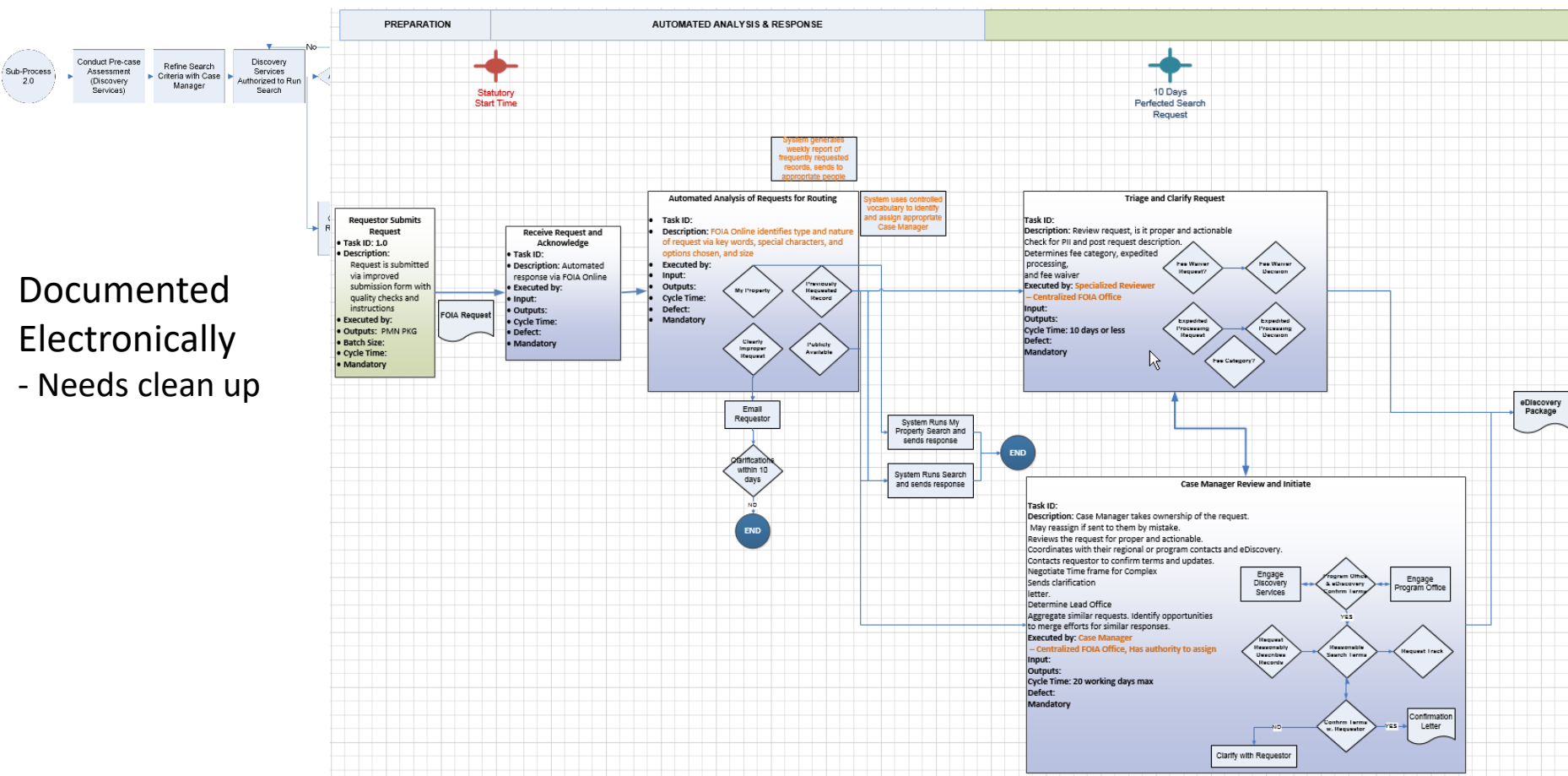
Process Changes – Intake & Triage

- Improve Intake Form
  - Drop downs
  - Key words
- Implement Automated Analysis and Response
  - My Property
  - Publicly Available
  - Previously Requested
- Centralize Intake responsibility and leverage new authority
- Identify FOIA Task Force Members
  - Embed and support crisis response
- Receive Daily Press Briefings

Future State Intake & Triage Map

Intake & Triage Details

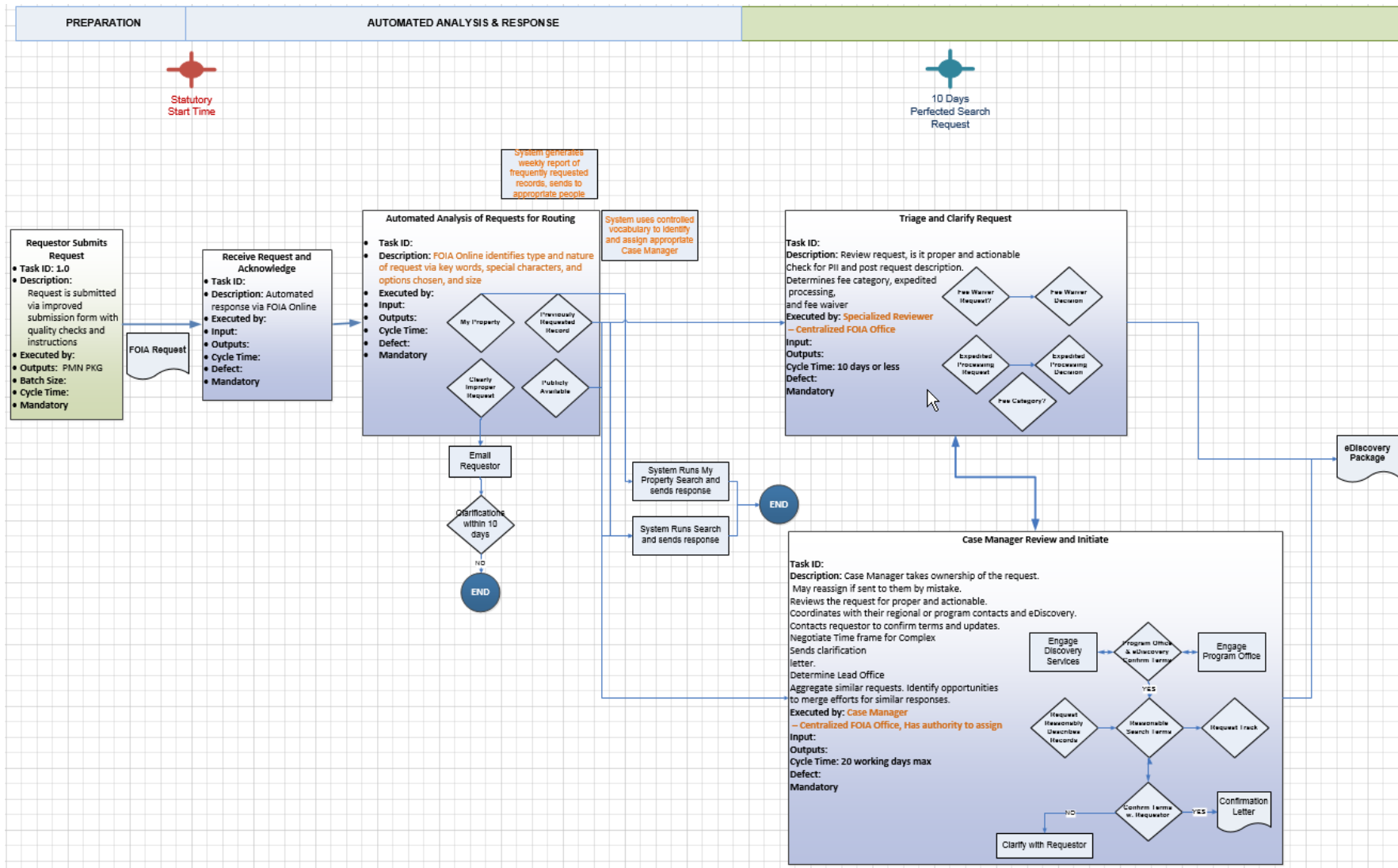| ID	RECOMMENDATION	DESCRIPTION/ CONTRIBUTING IDEAS
1	1. Improve Intake	Centralize intake into a single national office Control ability to assign requests in FOIA online Substantive acknowledgement vs. form acknowledgement Automated responses for MyProperty, Previous, and Publicly Availble Automated response for improper request - Clarify what expedited process means - review for same and similar requests - method to identify which requests are likely to be repeated (e.g. news related) - Communicate with requestor up front - Be proactive in outreach to regular requestors - Program Office makes simple or complex decision - Create Exceptional Track - Assign right number of capable people to the centralized FOIA Office - Create structure databases for internet portals for self searching - Making sure the frequently requested records are available to be searched online. provide current hot requests on FOIA Online - automatically. - Proactively release records that we know are going to be requested - Identify the delinquent fee paying requestors
	Idenitfy FOIA Special Task Force personnel for special situations	- Assign to emergency response teams from day one to begin preparing expected FOIA requests and managing rapid FOIA responses / postings
	FOIA receive daily press briefings	Receive daily press briefing so we have SA on what is coming and likely to be FOIA
2	2. Implement Automated Analysis	
5	5. New Online Request Form	One online avenue of entry for FOIA Requests, across the agency Improved with drop down and data boxes for specific selections that will drive processing decisions Provides instant feedback and/or launches automated analysis of information selected & entered to generate automated responses Screens quality of inputs (dates, keywords, office dropdown, focus areas)

Process Changes – Collection & Review

- Streamline Reviews
  - Establish Case Worker Model
  - Linkage between Exterro and FOIAonline and Relativity
  - Reorganize technology/FOIA group as a centralized unit
  - All large document production goes through Relativity/FOIAonline
- Streamline Inter-Agency Reviews
  - Establish a singular inter-agency review process

Future State Process Map
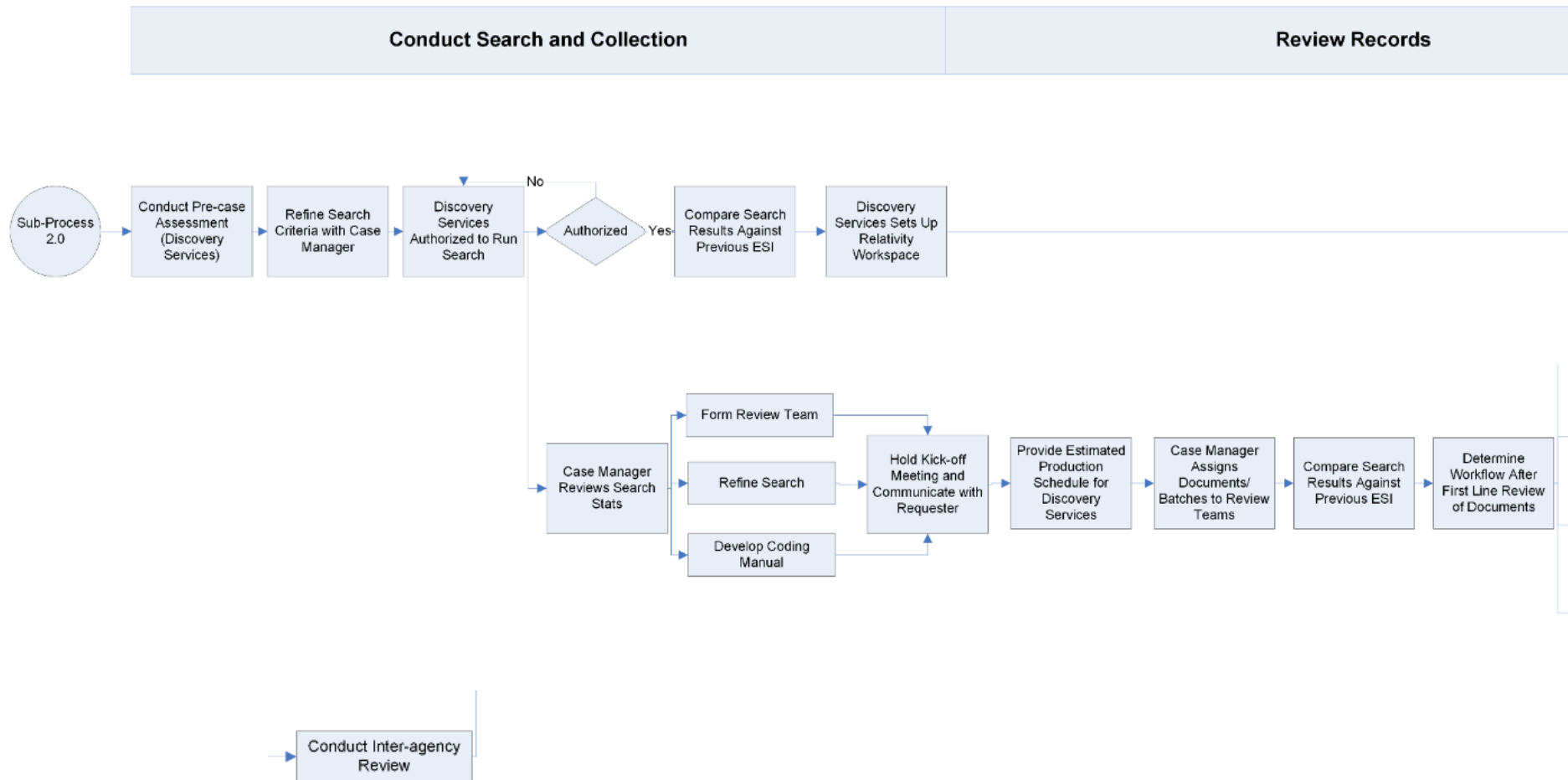
Collection & Review Details

ID	RECOMMENDATION	DESCRIPTION/ CONTRIBUTING IDEAS
1	1. Improve Intake	Establish linkage with Discovery Services for pre-case analytics. Put processed documents into a discovery tool for future intake.
2	2. Implement Automated Analysis	Linkage between Extreo, FOIAonline, and Relativity required for producing public documents, tracking time/cost, documenting work practices, and producing records for FOIA. Systems need to establish interoperbability. Analyze data integrity and establish
3	5. New Online Request Form	
4	6. Improve Awareness Review	
5	8. Improve Inter-agency Review Process	
		Linkage between Exterro and FOIAonline and Relativity
		Develop technology to replicate already coded documents
		Reorganize technology/FOIA group as a centralized unit
		Align Authority with Reorganization
		Define and establish first line review corps
		Define and establish case managers
		Define and establish Relativity case admins.
		Expand Discovery Services (e.g., search, collection, processing, and Relativity)
		Establish one point of intake of a perfected FOIA
		Institutionalize case management from beginning to end
16	9. Improve review process	
		Provide metrics for tracking workflow, cycle time, and fees
		Case manager identifies expedited requests
		Establish a singular inter-agency review process
		Streamline the review process
		All large document production goes through Relativity/FOIAonline (e.g., information requests, Congressionals, etc.)

Authority Team

WENDY SCHUMACHER

Authority Changes

- **Update FOIA Regulations**

- **Add FOIA to PARS**

- **Update FOIA Policy; Guidance and SOPs reflecting increase in authority and clarifying roles.**

- **Update 1-30 to delegate signature authority**

- **Roll out standard naming convention for records and correspondence**

- **Enable Culture Change**
  - **Identify and fund training and professional enrichment opportunities for FOIA professionals**
  - **Reclassify all FOIA professionals to 0306 series**
  - **Awards for FOIA work**

Authority Solutions

ID	RECOMMENDATION	DESCRIPTION/ CONTRIBUTING IDEAS	EXPECTED BENEFIT	APPROVED	OWNER	On Proc Map
14	14. Improve Authority via Policy	Policy changes focused on increasing the authority of FOIA professionals and clarifying roles and responsibilties within the agency.	Improved processing time, consistent responses which optimizes fewer agency resources.		Senior Management - OGC and OA	All
14.1	Update FOIA Regulations	Publish draft FOIA Regulations; address comments; and promulgate final Regulation.	Improves internal and external understanding of roles and responsibilites.		OGC	All
14.2	Add FOIA to PARS	Making employees accountable for FOIA responsibilties as a key function and not other duties as assigned.	Management will provide employees with time and resources to complete FOIA work. Employees will be accountable for their FOIA work.		OARM - HR	Collect and Review Records
14.3	Update FOIA Policy; Guidance and SOPs reflecting increase in authority and clarifying roles.	Updating FOIA policy; guidance; and SOPs to increase consistency in responses and allow decision making at the appropriate level by the proper organization.	Clearer and faster resolution of intra-agency disputes leading to more timely and complete responses using appropriate resources.		OGC	All
14.4	Update 1-30 to delegate signature authority	Revise the delegation of authority to FOIA Officer for letters for which there are limited disposition (e.g., withdrawn, extensions, refer to web sources for records)	Faster processing times and better allocation of resource.		OGC	Produce Records
14.6	Roll out standard naming convention for records and correspondence	Basic naming convention for records and correspondence with sufficient elements to distinguish the record type and disposition.	Fewer requests because previously released records are more searchable. Faster uploads into FOIAonline which improves data quality.		OEI	Collect, Review and Release Records
15	15. Culture Change	Elevating and professionalizing FOIA work so that it is regarded across the agency as mission critical.	Elevated employee morale; appropriate level of resources; and improved compliance with the FOIA which is recognized as mission critical work.		EPA Senior Managers	All
15.1	Identify and fund training and professional enrichment opportunities for FOIA professionals	Ensure FOIA professionals have the training to successfully complete FOIA work in the evolving technology and legal world.	Increased confidence and competency of FOIA professionals to result in		EPA Senior Managers	All
15.2	Reclassify all FOIA professionals to 0306 series	Professionalizing the workforce with appropriate grade and skills to complete the work required and reflect the complexity of the FOIA.	Increased confidence and competency of FOIA professionals to result in higher quality work.		OARM - HR	All

Technology Team

TIM CRAWFORD

Technology Summary

- Implement Automated Analysis

- Improve Records Management

- Improve Searchability

- New Online Request Form

- Improve FOIAonline Functionality/Interoperability

- Implement FOIAonline Tweaks

Technology Solutions

ID	RECOMMENDATION	DESCRIPTION/ CONTRIBUTING IDEAS	EXPECTED BENEFIT
2	2. Implement Automated Analysis	Update FOIAonline and Relativity Software to provide cradle to grave analysis	Automate to the extent possible
3	3. Improve Records Management	Expand and require minimuim metadata for records uploaded in FO to improve search ability and reuse	improve reuse and reduce duplicative effort
4	4. Improve Searchability	FOIAonline--require minimum metadata to be entered to better describe and categorize requests and records to improve searchability.	
		eDisco-mximize tools in 9.5 release including training	
5	5. New Online Request Form	Expand request form to nclude additional information to capture and help direct the requester to provide sufficient information to properly describe records being sought	reduce reachback to requester, improve request assignment
11	11. Improve FOIAonline Functionality/Interoperability	Create interoperability between FOIAonline and eDisco	
12	12. Implement FOIAonline Tweaks	Expand the customization of agency specific metrics sufficient to manage their unique FOIA program	
		Create community to review enhancement requests and prioritize functional enhancements	
		Change the default the tab does return to page one after opening a doc consider eSignature	
		Standardize comment boxes with dropdowns	
		Add flags for litigation and awarness review	
		Add checkboxes to indicate review sequence so you know when the final review is complete	
		Create the ability to add exemptions at the point of record upload	
16	16. Implement FOIA Resource and Utilization and Billing Report	Maximize the workflow tracking tools in eDiscovery to capture time spent searching and reviewing docs and have that information sent to the case file in FOIAonline	

Improvement Actions: Next Steps

#	Assigned Date	Action to be Taken	Action Owner	Due Date	Percent Complete				Completed Date
1		**Leadership Approval for Initiatives**			25	50	75	100	
2		**Conduct Intake and Triage Event**			25	50	75	100	
3		**Conduct Collection and Review Event**			25	50	75	100	
		Complete Awareness Notification Improvement			25	50	75	100	
4		**Enhance FOIA Community of Practice**			25	50	75	100	
5		**Assess Automation Technologies and Approaches to Implementation**			25	50	75	100	
6		**Obtain Automation Resources and Implement**			25	50	75	100	
7		**Implement, Train, Validate Improvements from Events**			25	50	75	100	
8		**Implement Measurement and Visual Management**			25	50	75	100	
9		**Conduct a data analysis and FOIA analytics improvement initiative**			25	50	75	100	
10		**Revise policies and procedures to reflect appropriate FOIA authority**			25	50	75	100	

Performance Board

PEOPLE

INPUTS: INPUTS: INPUTS:
Dedicated group of highly trained   Clear delegation of authorities; policies and procedures
Boolean search terms   EVS results
IT professionals   Phone calls and emails with requesters (documented in FOIAonline)
Relativity Case Administrators   Time used to complete tasks in FOIAonline
Analytics certified admins   Delegation of signature authority
Super-users   Fewer reassignments in FOIAonline
First line reviewers   Clear SOPs
    FOIA responsibilites in PARS

OUTCOMES:
Increased morale

Decreased workload
Less litigation
Optimized resources
Best pracatice sharing
Minimize the number of rounds of clarificat
All related positions are filled

OUTCOMES:
FOIA Community of Practice
Appropriate Staff Level and Skill Sets
Improved usability saves time / resources
Real-time training and user guides
Using exisiting tools to satify complete case management
(e.g., SharePoint, One Drive, E-signatures)

OUTCOMES:
Using new authority

Improved EVS survey results of FOIA FEAT Ops
More direct contact with requesters
Fewer levels of review or escalation of FOIA responses and c
Faster times to close straight-forward requests
Buck stops here on internal disuputes
Staff find steps manageable
Compliance with EPA policies at all levels

CELEBRATIONS

INPUTS: INPUTS: INPUTS:
One EPA equals one system for ESI   Standard PARs Language
One EPA equals one system for FOIA process
    Establish naming convention
    Updated 1-30
    OPM Standard adopted
    Nominations for awards

OUTCOMES:
Retention of personnel
Creation of new intake form
Minimize SME review time

OUTCOMES:
Reduce Lawsuites
Reduce Overdue Requests
Reduce Case Backlogs

OUTCOMES:
FOIA responsibilities in PARS
Completed reorganization
Roll out naming convention
Completed redelegation
Reclassification to GIS
    Awards for FOIA

IMPROVEMENT ACTIONS

#	Assigned Date	Action to be Taken	Action Owner	Due Date	Percent Complete				Date Completa
		PROCESS Intake							
1		Follow on Lean Event for Form, Intake, & Triage			25	50	75	100	
2		Follow on Lean Event for Form, Intake, & Triage			25	50	75	100	
3		Update FOIA Regulations			25	50	75	100	
4		Complete the related oranizational changes			25	50	75	100	
5		Implement new intake form			25	50	75	100	
6		Identify tech for automated analysis and obtain or build			25	50	75	100	
7		Identify required resources for implementation			25	50	75	100	
8		Implement metrics, quality review, reporting, improvement -- COP			25	50	75	100	
		PROCESS Collection & Review							
		Linkage between Exterro and FOIAonline and Relativity							
		Develop technology to replicate already coded documents							
		Reorganize technology/FOIA group as a centralized unit							
		Align Authority with Reorganization							
		Define and establish first line review corps							
		Define and establish case managers							
		Define and establish Relativity case admins.							
		Expand Discovery Services (e.g., search, collection, processing, and Relativity)							
		AUTHORITY							
		Update FOIA Regulations							
		Add FOIA to PARS							
		Update FOIA Policy reflecting increase in authority							
		Update FOIA Guidance							
		Update FOIA SOP							
		Update 1-30 to delegate signature authority							
		Reclassify all FOIA professionals to 0306 series							
		Roll out standard naming convention for records and correspondence							
		Identify and fund training and professional enrichment opportunities for FOIA professionals							
		TECHNOLOGY							
		Upgrade FOIAonline to 3.0	OEI						
9		Upgrade eDisco 9.5	OEI		25	50	75	100	
10		Modify FO request form	OEI/Agency		25	50	75	100	
11		Explore interoperability options	OEI/Others?		25	50	75	100	
21					25	50	75	100	
22					25	50	75	100	

INPUTS: INPUTS: INPUTS:
    Standard Work on Proper exemptions, Entering Documents, and   INPUTS: INPUTS: INPUTS:
Optimized resources   correspondence in FOIA Online   Optimized resources   SOPs
    Updated 1-30
    Standardized templates available   Guidance document
    Fewer reassignments in FOIAonline and clear SOPs   Guidance document
    Professionalized staff
OUTCOMES: OUTCOMES: Trained and empowered staff
Number of resulitng lawsuits   Properly apply exemptions in FOIAonline   OUTCOMES: OUTCOMES: OUTCOMES:
Cost of resulting lawsuits   Documents properly entered in FOIAonline including unredacted version   Cycle Time   Shorter Turnaround times (Technology   Faster responses and more con
Consistency of responses   Proper use of standardized templates   Statutory Deadlines All Users have access to Adobe Pro for E- Less time on management revie
Accuracy of responses   Minimize number of reassignments   Speed of asignment Access/Availability to Technology Tools Less time on intra-agency disput
Impact on EPA resources   Fee waiver and exped Performance Improvements   Fewer reassignments
Complete and accurate eDiscovery Packages   Number of incoming Interoperability between system platforms Optimized resources with limited
% properly adjudicated fee waiver expedited processing determinations   Number of requests i All ESI must be in Microsoft applications Higher level of trust from manag
% properly adjudicated assigned requests   OUTCOMES: eDiscovery maintains repository of
decrease in number of improper requests   Improved Request submission
    Automatically Spawn Search Criteria
    Automatically Ingest Production Sets
    Enforce data integrity
    Fully impliment eDiscovery Analitics
    QUALITY   **SERVICE LEVEL**

Questions and Discussion

Thank You!